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26 August 1955

MEMORANDUM FOR: Inspector General

SUBJECT : Agency Briefing

1. Up to the present time in our Agency development, even though much has been said about making more orderly the briefing process, comparatively little has been done to accomplish this end. Perhaps some of the reason for this indifference is the lack of understanding or appreciation of the important part which this function has in agency development and maintenance. Perhaps we have tended to look upon "briefing" as too much of a tangential task that had to be done, rather than considering it a function which we want to do and do properly. Agency briefing, when considered in its most accurate form as an official imparting of knowledge about our organization, should be considered an excellent opportunity to make friends who will aid us in our substantive and operational activities because they understand us better. Accordingly, the function of briefing, if done well, can bring us many substantial benefits, whereas if it is done "off the cuff" or negatively as a chore, it would be better if it had not been done at all.

2. Up to the present time, official Agency briefings seem to mushroom from any segment of CIA. Just this morning (Friday) I received a request to do a special briefing of an international visitor [redacted] whose sojourn with the Agency begins next Monday. When the request was made, I asked certain simple but fundamental questions; e.g., who is the responsible official in DD/P requesting that this briefing be done? What is the security level to be applied to this briefing? As of the moment, the only response I have received to my questions is the naive observation that all briefings were "standard." Even with this looseness of planning, we will attempt to make some friends for the Agency when the briefing of the official from [redacted] on Monday.

3. When persons throughout the Agency think of "briefing" I fear they have too much of a tendency to ignore the differences of depth and varieties of briefings. As an indication of what we mean, Agency briefings could be placed in three categories:

- (a) mission
- (b) substantive
- (c) operational

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If we approach it on this basis, we have some norm of guidance as to what should be applied to particular requests which may involve one kind of briefing or parts of all three. As an indication of how these briefings might be applied, we list the major categories of persons who are subject to briefing by CIA and append behind them the kind of briefing that would probably be done in each instance:

CIA Personnel (a)(b)(c)
IAC Personnel (a)(b)(c)
U.S. Government Key Officials (a)(b)(c?)
Outgoing Attaches (a)(b)(c?)
Briefings done off premises:-
IAC (a)(b)(c?)
Non-IAC (a)(b?)
Private (a)
Foreign Government Officials:-
CIA Primary Interest (a)(b)(c?)
(Trip made to CIA)
CIA Secondary Interest (a)(b)(c?)
(Trip made to G-2, etc.)

h. Recommendations:

- a. An authoritative unit for briefing should be established centrally in the Office of the Director.
- b. This unit should establish procedures with the Director of Security for proper protection of each briefing task.
- c. This unit should be responsible to the Director for the accuracy both of substance and format of each briefing done.
- d. This unit should be of service to all substantive and operational officials throughout the Agency in formulating the program for each briefing to be done.
- e. A specific budget request should be prepared to cover the organizational structure of such a small unit.
- f. The Agency need not set up briefing officials in the Offices and divisions throughout the Agency for this purpose.

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Chief, Orientation and Briefing Division
Office of Training

OTR: [redacted] /kl (26 Aug 55)

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